

Dobrý den! Mé jméno je Simon Francis.

CHANGE MANAGEMENT

By Simon FRANCIS

1. INTRODUCTION

WHY CHANGE IS NECESSARY:

Libraries at the beginning of the 21st century

CHANGE

**Change is now the norm.
Stability is the exception.**

**If you are doing your job in the same way
as five years ago you are probably doing it
wrong**

The ABC

ACESS

BUSINESS

CONVERGENCE

KEY STRATEGIC ISSUES FOR LIBRARIES

The WWW and computers provide a tremendous threat, and an opportunity, for libraries and librarians of all kinds.

How will **YOU react to the threats and opportunities?**

ORGANISATIONAL CULTURE & MATURITY

The organisational culture is:

"The set of important understandings such as norms, values, attitudes and beliefs shared by members of the organisation."

"The way we do things around here."

Culture is hidden.

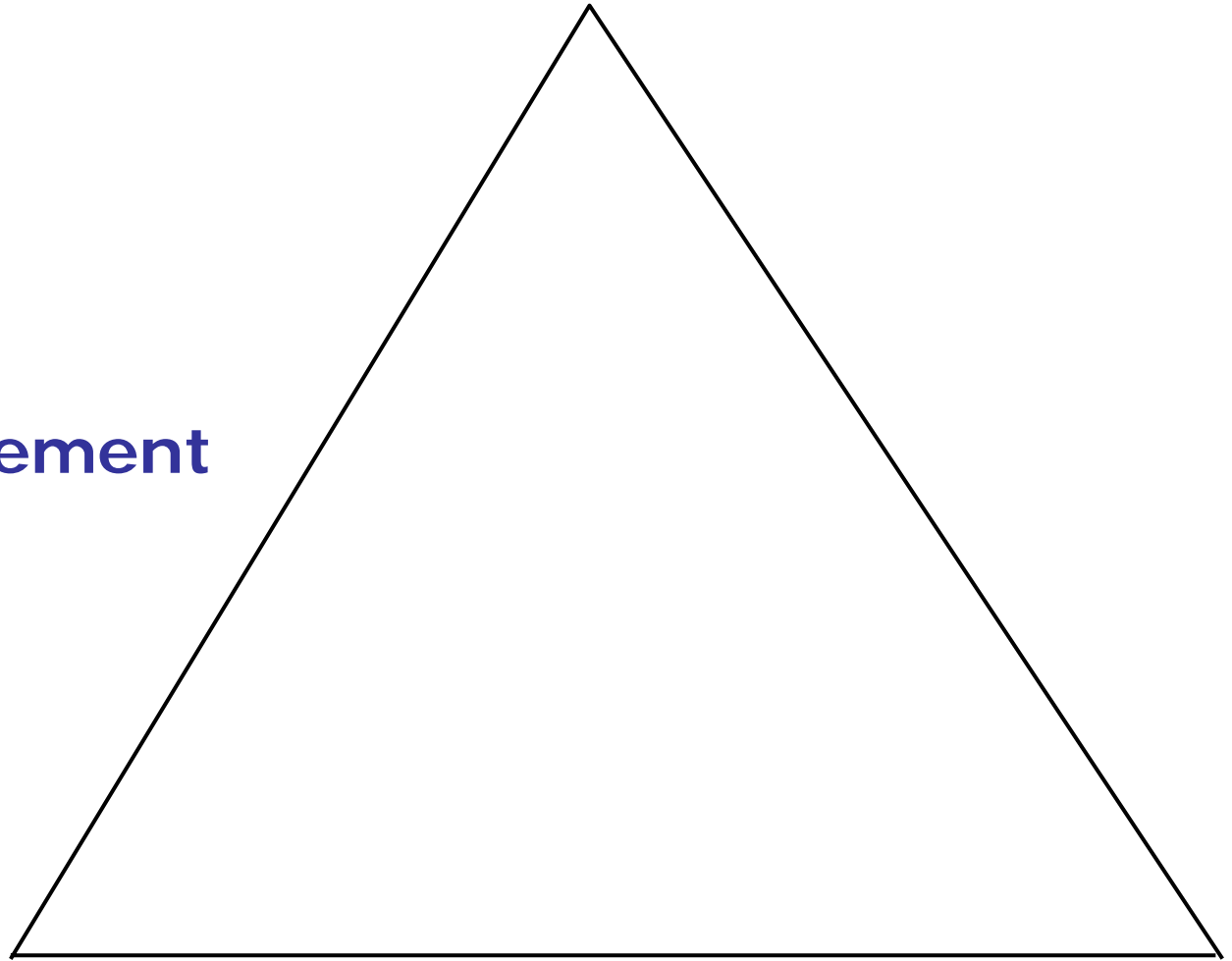
Structure can be seen and drawn.

Structure may reflect culture.

Director

Middle management

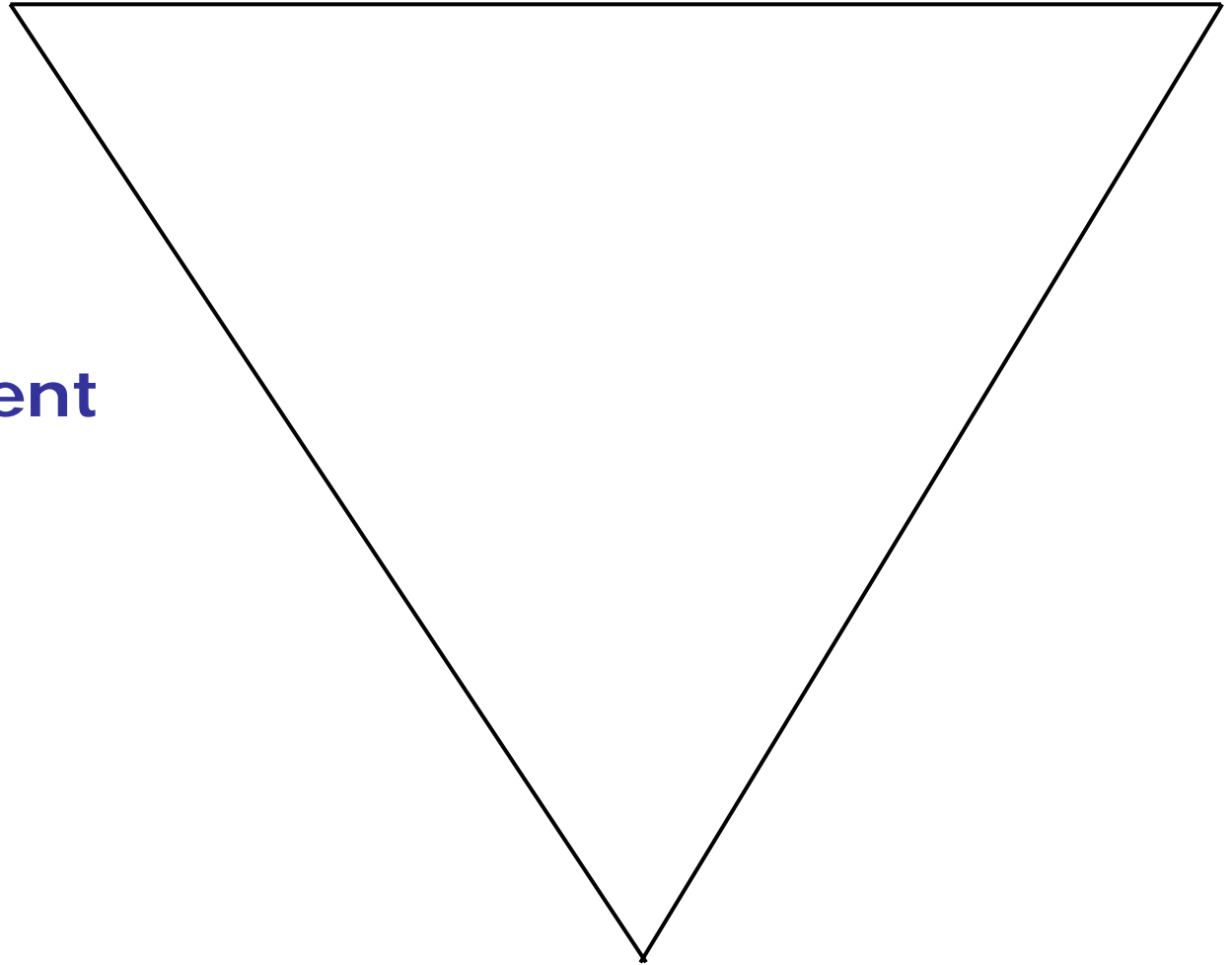
Front line staff



Front line staff

Middle management

Director



ORGANISATIONAL MATURITY

There are three kinds of organisation:

Those that **make things happen;** (*"Let's start an Internet service"*)

Those that **watch things happen;** (*"The Internet is becoming important"*)

Those that wonder, what happened? (*"Why does nobody come to the library?"*)

2. The CURRENT SITUATION

CHANGE AUDIT

**How willing are the staff to
change?**

RULES FOR DISCOURAGING NEW IDEAS

1. Regard any new idea from below with suspicion - because it's new and from below

RULES FOR DISCOURAGING NEW IDEAS

2. Insist that people who need your approval to act, first have to go through several other levels of management to get their signatures.

RULES FOR DISCOURAGING NEW IDEAS

3. Ask departments or individuals to challenge and criticise each other's proposals.

(That saves you the job of deciding; you just pick the survivor.)

RULES FOR DISCOURAGING NEW IDEAS

4. Express your criticisms freely, and withhold praise. (*That keeps people alert.*) Let them know they can be punished at any time.

RULES FOR DISCOURAGING NEW IDEAS

5. Treat identification of problems as signs of failure, to discourage people from letting you know when something in their area isn't working well.

RULES FOR DISCOURAGING NEW IDEAS

6. Control everything carefully. Make sure people count anything that can be counted, frequently.

RULES FOR DISCOURAGING NEW IDEAS

7. Make decisions to reorganise or change policies in secret, and spring them on people unexpectedly.

(That also keeps people alert.)

RULES FOR DISCOURAGING NEW IDEAS

8. Make sure that requests for information are fully justified, and make sure that it is not given out to managers freely. *(You don't want data to fall into the wrong hands.)*

RULES FOR DISCOURAGING NEW IDEAS

9. Assign to lower level managers, in the name of delegation and participation, responsibility for deciding how to cut back, sack, move around, or otherwise implement threatening decisions you have made, and get them to do it quickly.

RULES FOR DISCOURAGING NEW IDEAS

10. Above all, never forget that you, the higher-ups, already know everything important about the organisation.

STRUCTURES

Organisational structure is related to organisational culture.

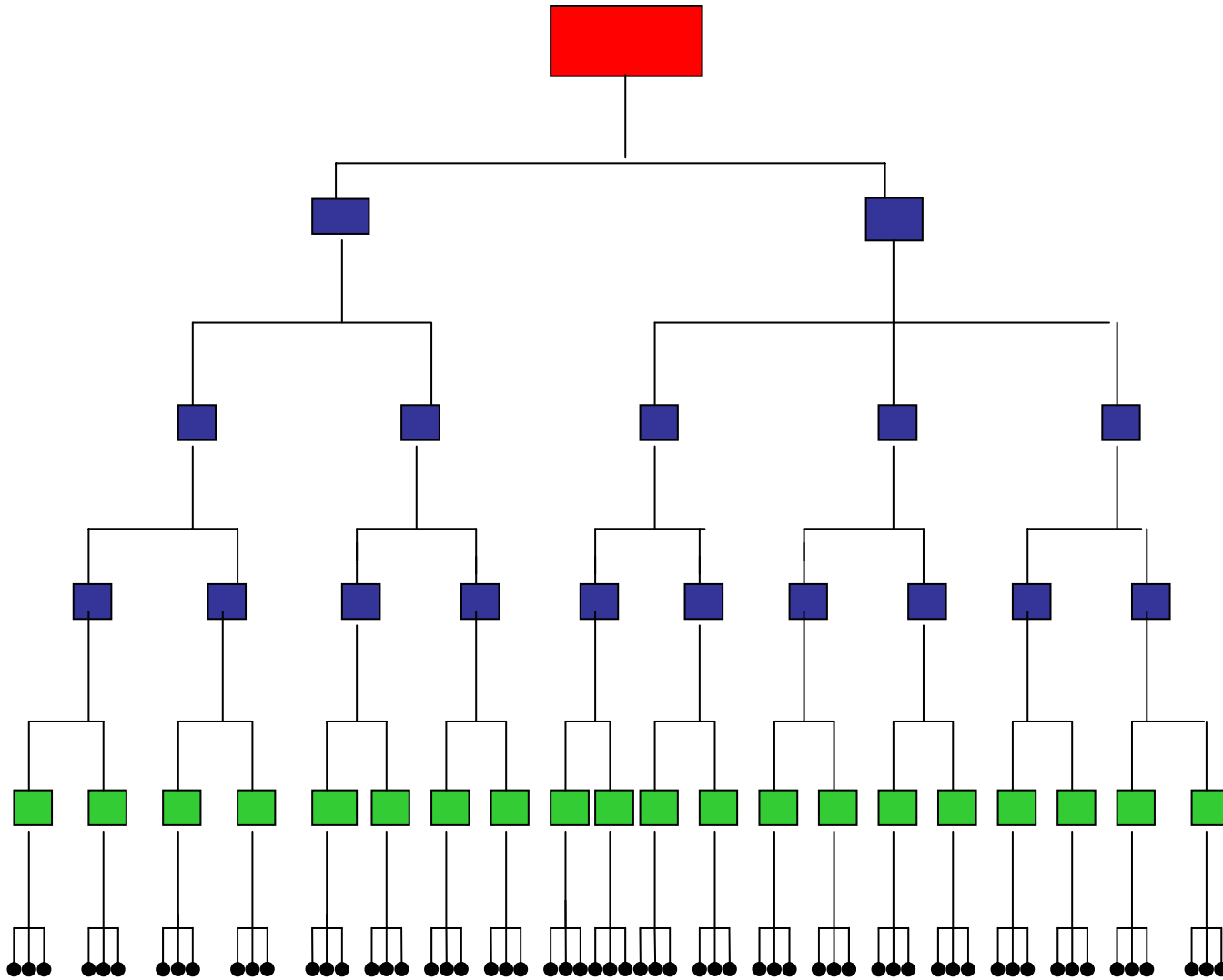
The purpose of a structure is:

- to divide the work up into appropriate units**
- to help co-ordination of activities towards objectives**
- to define tasks, responsibilities, roles and relationships, channels of communications.**

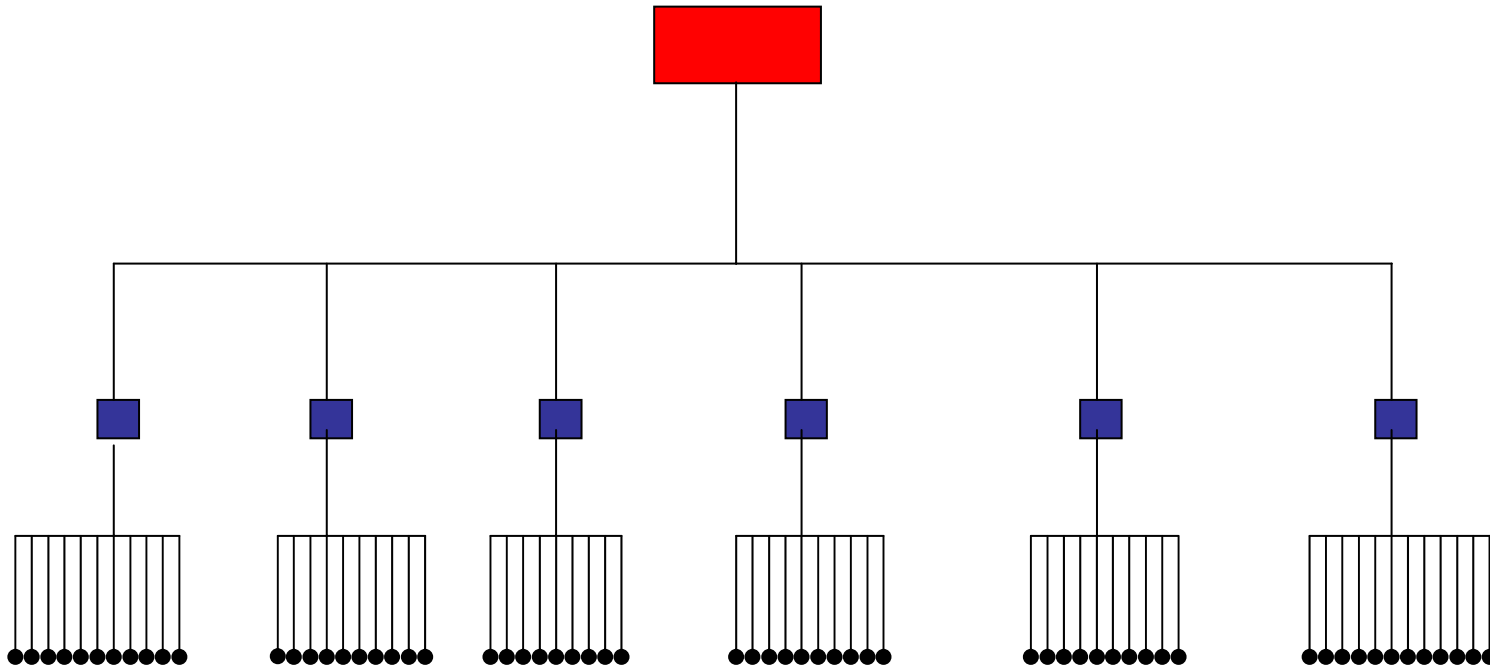
**The ability of an organisation to respond to a hostile environment
e.g. no money for acquisitions, very much depends on its culture and structure.**

If the culture of the organisation is **autocratic** the structures will be hierarchical and controlling and are likely to be **TALL**.

If the culture of the organisation is **supporting** and **encouraging** the structures will be flexible and responsibility delegated. **FLAT**



60 positions 3 subordinates report to each supervisor Number of levels = 6



60 positions 9-13 subordinates report to each supervisor Number of levels = 3

Tall structures:

- many rules and regulations. Clear where decisions are made.**
- rigidly defined tasks and duties. More control.**
- little teamwork. Economical - little duplication.**
- centralises decision-making.**
- top managers make better decisions!**

Tall structures are best when the situation is **stable.**

Flat structures:

- more opportunity to use knowledge and experience.**
- helps communication.**
- reduces friction between levels.**
- flexible. Cope with uncertainty and complexity better.**
- encourages teamwork. Increased motivation.**
- decentralises decision-making to staff actually doing the job.**

Best when the situation is **changing**

A helpful structure:

- has the minimum number of management levels;**
- permits flexibility;**
- is satisfying to work in ("quality of working life" culture);**
- allows decisions to be made at the lowest possible level.**

3. MANAGEMENT

MANAGEMENT STYLE

Do you:?

- **make decision** yourself with your own information.
- **get information** from staff, then make decision.
- **discuss problem** with staff individually, get ideas then make decision yourself.
- **discuss problem** with staff as a group, get collective ideas, then make decision yourself.
- **discuss problem** with staff as a group, collectively evaluating solutions and attempting to reach a consensus.

Policy definition

loose

A

oligarchy

B

bureaucracy

**Control
Of Imple-
mentation**

loose

tight

D

enterprise

C

corporation

tight

MANAGING CHANGE

The stages in planning changes in services for the Library or for a department are:

- 1. Analyse the existing situation and consider reasons for changes;**
- 2. Consider and analyse the needs of users and how they may change;**
- 3. Consider the objectives and purpose of the Library or department or service;**
- 4. Consider the alternatives and discuss them with staff who will be effected;**
- 5. Choose the most appropriate solution after advice from staff groups.**

The stages in implementation are:

- 1. Explaining to everyone the problem and the solution that has been decided;**
- 2. Explaining the way in which the changes will be made;**
- 3. Creating a team to implement the changes;**
- 4. Retraining staff who will be involved;**
- 5. Making the change to the new system or service;**
- 6. Ensuring that the changes are permanent;**
- 7. Measuring the effects in comparison with former system or service.**

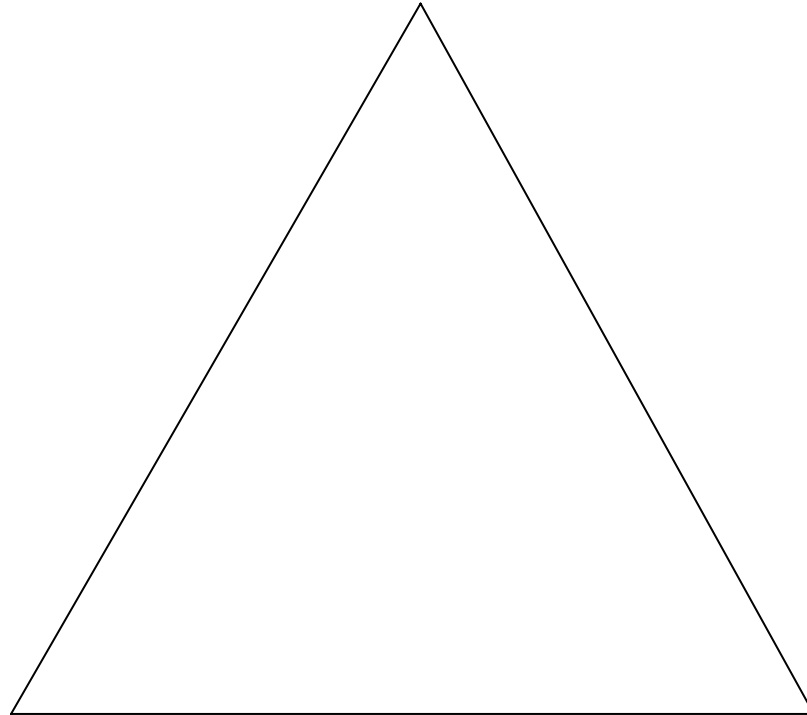
Bad news is better than no news.

4. PERSONAL STYLES

Leadership & Teamwork

For libraries in periods of transition, the role of their leaders has emerged as crucial.

Inspiration



Education

Organisation

Power and Authority:

Power means force, orders.

Authority means people will do what you want because of the value of what you say, not because of the position you have.

LEADERSHIP

A relationship through which one person influences the behaviour of other people. The most effective leader is the one whose followers don't know they are being led. Leaders cause change. Everything else is management.

n.b. Leadership does not necessarily take place within the formal hierarchical structure of the organisation.

leaders make planning and change
wanted,

managers make it **happen,** and

administrators)

librarians) make it **work.**

support staff)

DOWN WITH MANAGEMENT!

People don't want to be managed.

They want to be led.

Whoever heard of a world manager?

World leader, yes.

Educational leader. Political leader.

Religious leader. Business leader.

They lead, they don't manage.

**If you want to manage somebody,
manage yourself.**

**Do that well and you'll be ready to stop
managing, and start leading.**

Leadership styles:

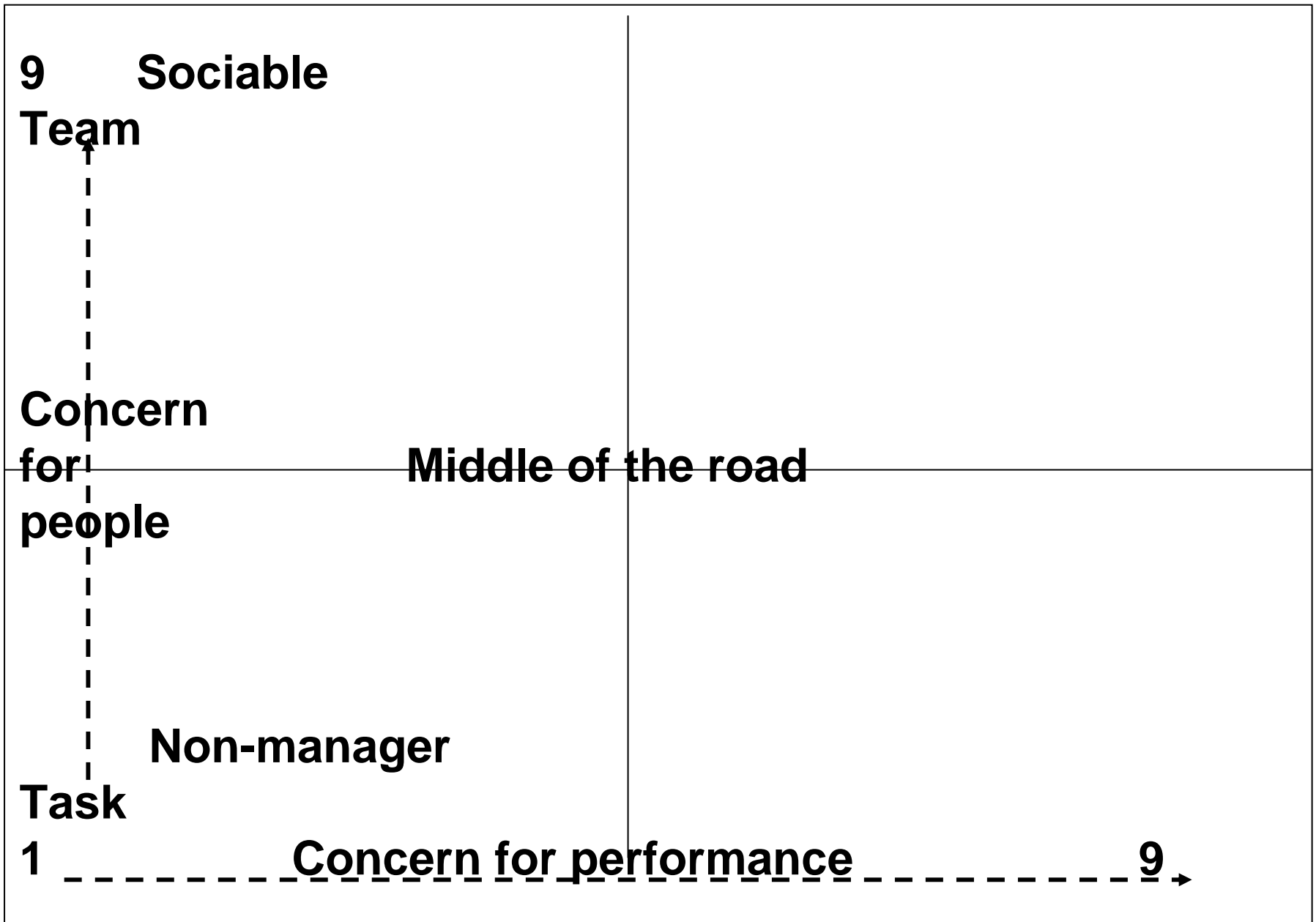
- 1.Task manager, who is concerned almost totally with performance, keeping interpersonal variables out of the work as much as possible.**

2. Team manager, who looks for commitment from people while retaining a high concern for performance.

3. Middle of the road manager, makes a balance between performance and the morale and motivation of staff.

4. Sociable manager, who is more concerned with establishing group harmony than with performance.

5. Non-manager, who does as little as possible in either direction.



Tell people - Appropriate when the task is important and there is little room for manoeuvre.

Sell to people - Appropriate when both task and commitment are important, and there is some room for manoeuvre.

Delegate to people - Appropriate when the options are wide open and when commitment and staff development are most important.

Decide together - Appropriate when there is room for manoeuvre, and when time-scales are not so important. Also when information is lacking and commitment is needed.
Cements relationships.

TEAMWORK

Benefits of Teamwork:

- 1. Teams may be given a goal which is more understandable than the corporate goal. i.e. the team is focussing on a part of the whole.**
- 2. Teams can quickly develop 'ownership' of their goal.**
- 3. Teams can make better and quicker decisions than individuals alone.**
- 4. Teams can be more creative than individuals.
(Mixture of ideas and experiences).**
- 5. Teams help in development of the individual.**
- 6. Teams enable many staff (at all levels) to be involved in decision-making and problem-solving.**
- 7. Participation of many staff leads to greater commitment to the goals of the organisation.**

The size of the team has a big impact on effectiveness.

5-7 members may be most effective.

In groups with less than five members:

There are fewer people to share tasks.

There are more personal discussions.

There is more participation.

In groups with more than seven members:

There are fewer opportunities to participate.

There are more member inhibitions.

There is more chance of domination by aggressive members.

There is more of a tendency to split into sub-groups.

A team goes through several stages:

Forming - the team meets and decides roles and objectives;

Storming - the team becomes relaxed so that conflicts can be expressed and solved;

Norming - the team starts to establish standards and norms of working, habits become established;

Performing - the team begins to work effectively.